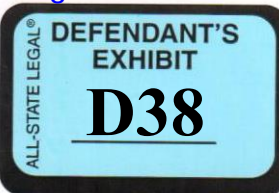


Exhibit C

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**Engineering-Wide Leveling Guide (go/eng-level-guide)**

Note that this leveling guide is intended to serve as general guidelines for what's expected at each level, but is not a representation of expectations for any specific ladder. Where questions arise; employees, managers and committees should reference the specific ladder for details and/or contact perf-help@google.com or their respective HRBP.

For the SWE ladder L3-L7, see [goto/new-swe-ladder](#). To find other ladders, see [Magnet](#).

Leveling Criteria	Knowledge & Experience	Complexity & Scope	Leadership & Influence	Organizational Impact
Definition	<ul style="list-style-type: none"> Depth and breadth of domain knowledge; knowledge of Google-specific technologies and ways of working; and experience to do the job 	<ul style="list-style-type: none"> Identifies: <ul style="list-style-type: none"> The scale of the work/projects for which the job is accountable The type of problems addressed in the job The manner in which problems are addressed in the job 	<ul style="list-style-type: none"> Identifies: <ul style="list-style-type: none"> Degree of guidance received Degree of guidance provided to others Degree of influence the job has on others and the organization 	<ul style="list-style-type: none"> Identifies: <ul style="list-style-type: none"> The organizational reach/area of impact of the job The nature of impact/contribution to on Google

Level	Knowledge & Experience	Complexity & Scope	Leadership & Influence	Organizational Impact
Level 1	<ul style="list-style-type: none"> Basic knowledge of Google-specific technologies and procedures 	<ul style="list-style-type: none"> Completes routine tasks Works to pre-defined set of guidelines and escalates as soon as appropriate 	<ul style="list-style-type: none"> Receives detailed instructions on all work Works under close supervision Solves problems according to established procedures 	<ul style="list-style-type: none"> Contribute primarily to completing own tasks Limited impact on the work group via personal accuracy, timeliness, quality, and volume of work
Level 2	<ul style="list-style-type: none"> Developing or have developed proficiency and effectiveness within relevant domain, plus Google-specific technologies and methodologies 	<ul style="list-style-type: none"> Work on tasks of varying complexity & scope Problem set is sometimes well-defined to varying degrees Seeks out and finds existing solutions and tools to solve 	<ul style="list-style-type: none"> Plan and execute own work assignments, under varying degrees of supervision Mentor Nooglers 	<ul style="list-style-type: none"> Contribute primarily to own work group/ project section Direct impact on the work group via personal accuracy, timeliness, quality, and volume of work

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		problems of varying complexity		
Level 3	<ul style="list-style-type: none"> Fully proficient and productive within the relevant domain, plus Google-specific technologies and methodologies Has developed specific area of expertise within the domain 	<ul style="list-style-type: none"> Work on tasks of moderate to high complexity & scope Evaluate data, identify and contribute to/ or decide on solutions through: <ul style="list-style-type: none"> Utilize knowledge acquired from experience and precedence Varying amount of input and/or contribution from more senior-level and/or long-term Googlers Anticipate and communicate problems to team members 	<ul style="list-style-type: none"> Plan and execute own work assignments, with minimal supervision Routinely exercise independent judgment and discretion to achieve defined objectives, yet recognize when problem solving may benefit from additional input Serves as a resource to others Mentor and train Nooglers and lower-level Googlers 	<ul style="list-style-type: none"> Contribute to own work group/project section, as well as others that are closely related Direct impact on the work group/project section, through the quality, accuracy, timeliness, and volume of work provided by self and others
Level 4	<ul style="list-style-type: none"> Highly proficient and developing or has developed a comprehensive knowledge of relevant domain, plus Google-specific technologies and methodologies Full understanding of area of expertise 	<ul style="list-style-type: none"> Work on projects, strategies, and problems of moderate to high complexity and scope Anticipate and propose and decide upon solutions through evaluation and analysis of data and business needs Identify and recommend creative ways to leverage and/or enhance existing practices 	<ul style="list-style-type: none"> Plan and execute own work assignments and provide guidance to more junior team members Work independently, but with awareness of project priorities May manage project priorities, define tasks, and coordinate activities, deliverables, and schedules, exercising considerable independent judgment and discretion Share knowledge with others Mentor and train Nooglers and lower-level Googlers 	<ul style="list-style-type: none"> Contribute to own work group/project section, as well as others that are closely related Significant impact on the work group/project section through: <ul style="list-style-type: none"> Quality, accuracy, timeliness and volume of work provided by self and others Advice, reviews, and recommendations provided to others Contribute to cross-project and/or cross-team collaborations
Level 5	<ul style="list-style-type: none"> Expert knowledge of relevant domain, plus Google-specific technologies and methodologies Deep understanding in two or more areas of expertise 	<ul style="list-style-type: none"> Work on projects, strategies, and problems of high complexity & scope Design policies, processes, procedures, methods, tests, and/or components, from the ground up 	<ul style="list-style-type: none"> Plan and execute own work, based on long-term project objectives Manage project priorities and technical resources, plus relationships with multiple 	<ul style="list-style-type: none"> Key contributor to own work group/project section, as well as others that are closely related Impact work group/project sections through: <ul style="list-style-type: none"> Size or significance of teams

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	<ul style="list-style-type: none"> Developing or has developed reputation as the "go to" person for areas of expertise 	<ul style="list-style-type: none"> Identify work/process redundancies and contribute to efforts to reduce or eliminate those redundancies 	<ul style="list-style-type: none"> partner-teams, directors, and/or vendors Recognize strengths and limitations of more junior team members Mentor and train Nooglers and lower-level Googlers 	<ul style="list-style-type: none"> and/or projects managed <ul style="list-style-type: none"> Influence on project direction Delivery of value-added perspectives Contribute to cross-functional and/or cross-organizational collaborations
Level 6	<ul style="list-style-type: none"> Proven depth and breadth of knowledge of relevant domain, plus Google-specific technologies and methodologies Recognized as the expert/ "go-to" person for areas of expertise 	<ul style="list-style-type: none"> Work on multiple large projects and/or a single complex or mission-critical project Collaborate on significant and/or unique problems Integrate disparate projects/processes to create widely-reusable components/services 	<ul style="list-style-type: none"> Plan and execute project(s), based on long-term objectives of functional area, with minimal supervision Leverage proven project, team, and/or people leadership skills to manage project priorities and technical resources; may manage people Arbitrate in cases of technical disagreement among team members Mentor and train Nooglers and lower-level Googlers 	<ul style="list-style-type: none"> Key contributor to one or more large, infrastructure, and/or mission-critical projects Impact projects through: <ul style="list-style-type: none"> Project planning and design Creation of sustainable work product Contribute to efforts beyond core project Build and/or lead cross-functional and/or cross-organizational collaborations
Level 7	<ul style="list-style-type: none"> Proven organizational awareness; know what's going on within Google, between Google's technologies and its business goals, and the industry Recognized as an authority in the domain 	<ul style="list-style-type: none"> Execute multiple complex and/or mission-critical projects OR a single, large-scale and extremely complex project Generate ideas for new project initiatives Integrate complex components within multi-system projects Identify trade-offs in approach and operations Scope and evaluate the risks associated with changes to a product, process, or service 	<ul style="list-style-type: none"> Set strategy and objectives for the functional area Develop strategic alliances with inside or outside Eng and/or Google Drive Google citizenship activities Grow Google's talent pipeline 	<ul style="list-style-type: none"> Key contributor to functional area Impact functional area through: <ul style="list-style-type: none"> Enhancing and developing technology, programs and approach Innovation and thought leadership May Create market opportunities
Level 8	<ul style="list-style-type: none"> Demonstrate comprehensive 	<ul style="list-style-type: none"> Work on one or more of the 	<ul style="list-style-type: none"> Contribute to setting 	<ul style="list-style-type: none"> Impact Google's long-term direction

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	<ul style="list-style-type: none"> understanding of how Google shapes the industry Recognized as an authority in multiple functional areas 	<ul style="list-style-type: none"> company's most complex projects and/or problems Translate business needs into actionable initiatives Anticipate and solve problems across functional groups 	<ul style="list-style-type: none"> strategy/objectives for the function Arbitrate and advocate for technical issues Grow Google's senior-level talent pipeline Proven mastery of communication, negotiation, and influence skills May provide input to Executives 	<ul style="list-style-type: none"> and success by contributing to setting strategy/objectives for a key functional area Shape the direction and future of function Ensure products and services are aligned with Google's current and future needs/ expectations
Level 9	<ul style="list-style-type: none"> Recognized as a world-class expert/guru, both inside and outside of Google Recognized as a resource for innovation and groundbreaking developments 	<ul style="list-style-type: none"> Own several complex projects and fully commit to their success Apply advanced judgment to develop new solutions and think beyond existing resolutions, assumptions, or current knowledge of the area/industry 	<ul style="list-style-type: none"> Influence the function, business, and/or industry through advice/counsel related to Google technologies and business strategy Act as technical advisor to several project teams Consult on project and/or people transitions Grow Google's senior-level talent pipeline Provide input to Executives 	<ul style="list-style-type: none"> Impact Google's long-term direction and success by setting strategy/objectives for the function and/or organization Shape the direction and future of the organization and industry by defining, developing, and implementing groundbreaking technologies

Note: The levels listed above may or may not correspond directly to numbering conventions in job titles; for example, a SWE-SRE III is a level 4 job.

Questions? Please contact perf-help@google.com.